

Council on Technology Services masthead

## **EXECUTIVE COMMITTEE**

### **DRAFT MINUTES**

**Monday, April 15, 2002**

**Department of Information Technology Executive Conference Room**

**1:00 – 3:00 p.m.**

#### **ATTENDANCE:**

##### **Members:**

Secretary of Technology George C. Newstrom; Cheryl Clark (Department of Motor Vehicles); Ray Davis (Department of Game and Inland Fisheries); Chip German (University of Virginia); Bruce Gordon (Department of Information Technology); David Molchany (County of Fairfax); Jerry Simonoff (Department of Technology Planning);

##### **Staff:**

Jenny Wootton (Department of Technology Planning)

##### **Presenters, Guests, and Representatives:**

Monty Blizzard (Core Consulting); Eugene Huang (Deputy Secretary of Technology); Judy Marchand (Department of Technology Planning); Fred Norman (CVC); Jim Nystrom (WorldCom); Tracy Rodrigues (Office of the Auditor of Public Accounts); Jennifer Schreck (Office of the Auditor of Public Accounts); George Williams (Department of Technology Planning); Van Williams (Core Consulting); Dan Ziomek (Department of Technology Planning)

##### **Members Absent:**

David Sullivan (City of Virginia Beach)

## **MEETING OBJECTIVES**

The objectives of the Executive Committee meeting are: (1) To discuss the challenges and opportunities in information technology as presented to the Governor's Commission on Efficiency and Effectiveness; (2) To discuss the proposed Commonwealth Technology Management strategy; and (3) To learn about the National Association of State CIOs (NASCIO) meeting in Denver.

## **WELCOME AND OPENING REMARKS**

COTS Executive Director Jenny Wootton called the meeting to order at 1:05 p.m., and thanked everyone for coming. The Secretary and Deputy Secretary of Technology would arrive at the meeting upon conclusion of a previous meeting concerning the budget.

## **APPROVAL OF MINUTES**

The Executive Committee reviewed the minutes from the February 11 and March 11 meetings of the Council. Both sets of minutes were approved unanimously and will be posted to the COTS website at [www.cots.state.va.us](http://www.cots.state.va.us).

## **COMMONWEALTH TECHNOLOGY MANAGEMENT**

Dan Ziomek of the Department of Technology Planning distributed a slide presentation to the members of the COTS Executive Committee outlining the proposed Commonwealth Technology Management (CTM) approach. DTP presented the CTM approach to Secretary Newstrom on April 3. The purpose of the presentation is to provide an overview of the approved approach to CTM and Commonwealth Project Management (CPM), outline CTM and CPM implementation strategies and schedules, and obtain COTS involvement in CTM policy and CPM guideline development and publication.

The impetus for developing the approach comes from Governor Warner's State of the Commonwealth address in January, calling for putting to an end major IT project overruns and using technology wisely to revolutionize state government. Other drivers include private industry and government trends and the difficult fiscal constraints facing the Commonwealth.

The current approach to technology management uses an information technology investment management (ITIM) approach and relies on the current APR process for identification of major projects. What is missing is the overall policy for technology management that provides a methodology for selecting, controlling, and evaluating IT investments; a framework for migrating from the current enterprise architecture to the desired enterprise architecture; and a process for ensuring projects provide business value on time and within budget.

IT strategic planning looks at IT resources and projects as capital investments, and provides a methodology for selecting, controlling, and evaluating IT investments. Enterprise Program Management (EPM) is a methodology for managing programs and projects of enterprise significance and focuses on coordinating multiple programs and projects that support a single mission or activity. Project Management is the application of knowledge, skills, tools, and techniques to ensure projects are completed on time and within budget.

The benefits of employing the CTM and CPM approaches include improving program and project management support to secretariats and agencies, establishing clear accountability, and better alignment of technology investments to business activities. The implementation schedule calls for draft policy development in May 2002, with COTS review in June 2002. The CTM policy would be published in July 2002, pending approval by the Secretary of Technology.

Judy Marchand of the Department of Technology Planning described the Commonwealth Project Management component of the approach. The CPM would use project management best practices tailored to the Commonwealth and would be completed in November. More guidance is needed for project managers in the Commonwealth on project initiation, planning, execution, control, and closure. The guidance must be flexible to support multiple methodologies and should provide tools and templates (such as an online manual), based on generally accepted project management best practices.

The CPM approach would define a structured, disciplined approach for project management throughout the Commonwealth and provide a common frame of reference for all IT project managers.

David Molchany asked if the state would certify project managers. Mr. Ziomek said the state is moving in that direction, and how it would do so is yet to be determined. Mr. Molchany also asked if the agency IT plans will roll up into the overall Commonwealth plan. Jerry Simonoff (DTP) indicated that the Commonwealth plan is in the works.

The CPM approach schedule calls for organizing and chartering a Workgroup of the Council to advise and assist in the effort. The COTS ad hoc Workgroup for Major IT Projects Status Report Dashboard has expressed interest in expanding its scope upon completion of the Dashboard to advise and assist in overall project management activities. The Department of Technology Planning seeks COTS collaboration in publishing the CTM policy and in the incremental rollout of the CPM guideline.

DTP requested the COTS Executive Committee support the Secretary's decision to develop and publish the CTM policy and CPM guideline; sponsor the expedited development of the CTM policy; and charter the COTS Ad Hoc Workgroup on Major IT Projects Status Report Dashboard as the permanent COTS Technology Management Workgroup. The COTS CTM Workgroup would have the following priorities: (1) Complete the Dashboard; (2) Develop and implement a PPAR process; and (3) Sponsor the CPM guideline.

Mr. Molchany reminded the Committee of the discussions surrounding the Dashboard at the March 8 meeting of the Council, and the need to develop the "front end" of the entire project management cycle. Mr. Ziomek remarked that it is easy to rollout a guideline and difficult to get the Commonwealth flavor. Mr. Molchany recommended using seasoned project managers to help push the policies and guidelines. Mr. Simonoff said the Joint Legislative Audit and Review Commission (JLARC) is conducting a study of systems life cycles that is to be presented in November. Mr. Molchany said that JLARC had contacted Fairfax County and inquired about the processes and steps the County uses. Mr. German recommended augmenting the membership of the Dashboard Workgroup to reflect the expanded charter.

Secretary Newstrom called on the COTS Executive Committee to ensure that CTM and CPM approaches are coordinated and concluded in a reasonable timeframe. The Committee members agreed to the requests put forward by DTP.

## **NASCIO MEETING PROCEEDINGS**

Deputy Secretary of Technology Eugene Huang provided an update on the highlights of the National Association of State CIOs (NASCIO) meeting in Denver last week. The major themes were IT security, the use of geographic information systems (GIS), and eGovernment services. All three areas are impacted by reductions in state budgets. NASCIO encouraged its members to look at technology as a way of doing more with less and turning to Federal partners and the Federal CIO for cooperation and partnership opportunities.

Enterprise-wide management and technology management was also a major topic. No state does this extremely well, though Washington, Georgia, Iowa, and Pennsylvania have made great strides. Many attendees approached Mr. Huang about practices in Virginia, and Virginia is seen as a national model. To live up to these expectations, Mr. Huang urged continued innovation and shared services. Government tends to invest millions of dollars into custom components, where key pieces of infrastructure, like the *MyVirginia* PIN, are model initiatives for reducing costs and duplicative systems. Virginia's Tax Partnership also received a reward for 2001. The awards presentation was originally slated for late fall 2001 and was postponed due to the tragedies of September 11<sup>th</sup>.

Mr. Molchany described Fairfax County's involvement with the Government Without Boundaries initiative that attempts to break down the barriers among federal, state, and local government. An effort to foster digital collaboration through government is underway and will be presented at the eGovernment conference in June 2002. NASCIO is supporting this effort for a Federal-State-Local bridge, and will include involvement from NASCIO, the National Association of Counties, and the National League of Cities.

## **INFORMATION TECHNOLOGY: CHALLENGES AND OPPORTUNITIES**

Mr. Molchany introduced Secretary of Technology George Newstrom to summarize his presentation on the challenges and opportunities for IT in the state that he delivered to the Governor's Commission on Efficiency and Effectiveness last month (the Wilder Commission). Secretary Newstrom said that annual expenditures on IT range from \$800 million to \$1.2 billion. Due to the current accounting structure, the Commonwealth does not know how much it spends or with whom it is spent.

Secretary Newstrom developed a "report card" for the Commonwealth in the areas of IT Management, eGovernment, Procurement, and Information Security. The Commonwealth currently struggles with leveraging its purchasing power and completing procurements in a timely fashion. The Commonwealth lags in all areas except eGovernment, where a number of notable initiatives have generated some success in this arena.

Secretary Newstrom described the common themes of the numerous studies conducted on IT in the state over the years. He commented that the workforce challenges due to lack of technology practitioners and the graying of the workforce is the next Y2K. The Commonwealth is competing with the private sector and with itself for qualified human

resources. The Secretary charged the Executive Committee with advising and assisting in the four areas of recommendations.

The Wilder Commission will be reporting its findings and recommendations in mid-September. The May-June timeframe is where the meat will be developed. The Committee discussed restructuring Workgroups to fit this broader charge and ensure real expertise is employed. Cheryl Clark offered to hold a meeting at DMV for the Executive Committee to hash out the issues in greater detail. The next meeting is April 25 from 9:00 a.m. to 2:00 p.m. at the Department of Motor Vehicles.

## **NEW BUSINESS/PUBLIC DISCUSSION/CLOSING REMARKS**

No new business was introduced.

## **ADJOURN**

Ms. Wootton adjourned the meeting at 3:10 p.m. and thanked everyone for coming.

### **Next Meeting:**

April 25, 2002

9:00 a.m.– 2:00 p.m.

Department of Motor Vehicles 7<sup>th</sup> Floor Executive Conference Room

Respectfully submitted,

Jennifer L. Wootton

Executive Director

[COTS Home](#)